2005 Hurricane Season
USACE-internal RAP Workshop
17-19 Jan 06

Ice/Water Focus Group

Presentation of Successes and Issues

Ice/Water Focus Group

Proponent: CESWD

Success	Recommendation and Recommended Lead	Obstacles
CONTRACTING - Use of pre-positioned (ACI) contracts - The ACI as a requirements contract **USACE – Internal Recurring**	**Sustain – HQ**	**No real-time competition;** **Small vs Large disasters;** **Small business Goals;** **Contractor performance**

Ice/Water Focus Group

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Success	Recommendation and Recommended Lead	Obstacles
TRAINING - PRT hands-on training "New Orleans" – Style Exercises **USACE – Internal Recurring**	**Sustain** **HQ**	**Funding;** **Availability of SMEs to develop and facilitate**

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Success	Recommendation and Recommended Lead	Obstacles
COORDINATION - Action Officer at HQ - Daily PRT calls - Daily FEMA inventory calls - Contractor Rep at District - Direct tasking AO-District - Use of verbal taskers	Standardize in the Mission Guide Lead Div/Dist–SWD/SWG	Availability of personnel, Situation, Phones, Regional SOPs, Need-to-know

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Success	Recommendation and Recommended Lead	Obstacles
NATIONAL MISSION - **Single point of ordering** - **Non-responder district orders**	**Standardize Doctrine** **HQ**	**Consensus, Maintaining Unity of Command**

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Issue	Recommendation and Recommended Lead	Obstacles
DHS-FEMA requirements that are excessive to state/local needs and industry capability to deliver. **Intergovernmental** **Recurring** **Priority: High**	**Work with DHS-FEMA decision-makers to understand consequences of excessive requirements while improving quality of real-time information.** **HQ**	

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Issue	Recommendation and Recommended Lead	Obstacles
The lack of Unity of Command between the NRCC, executing Districts, Regional PRTs, and logistics centers (national, regional, local) created unexpected challenges and hindered execution.	**Establish Doctrine that clearly links decision-making and execution elements from HQ to region to field (PODs)** **HQ**	**Consensus**

USACE-internal

Recurring

Priority: ~~High~~

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Issue	Recommendation and Recommended Lead	Obstacles
Employment of the national mission before Doctrine (team composition, SOP, and training) had been established was the basis for a wide range of issues. **USACE - Internal** **Recurring** **Priority: High**	**Implement major new concepts of operation only after doctrine is established and a transition completed.** **HQ**	**Time,** **Funding**

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Issue	Recommendation and Recommended Lead	Obstacles
Responders at all levels were unable to adequately communicate leading to a fundamental inability to track deliveries. **USACE - Internal** **Recurring** **Priority: High**	**Provide responders with robust fly-away kits and standardized tracking systems.** **HQ**	**Funding,** **Training**

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Issue	Recommendation and Recommended Lead	Obstacles
Trained and equipped Receivers are not where they need to be, when they need to be there in order to track deliveries. **USACE - Internal** **Recurring** **Priority: High**	**Evaluate requirements of how many and when, develop Receiving SOP and training tools, and ensure equipment is readily available for deployment.** **HQ**	**Funding,** **Execution**

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Issue	Recommendation and Recommended Lead	Obstacles
ACI Contractors are not performing as expected. **- Task orders are accepted but not delivered.** **- Reporting inadequate.** **- Deployed staff inconsistent.** **USACE - Internal** **Recurring** **Priority: High**	**Re-evaluate acquisition strategy to include use of multiple contracts, flexibility of scope, rewarding performance, reasonable costs, and having a back-up plan.** **HQ**	**Funding,** **Consensus**